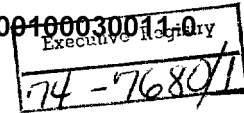


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6 November 1974

MEMORANDUM FOR: Director of Central Intelligence

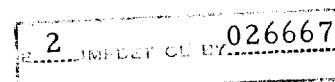
SUBJECT: Office of Personnel's Memo dated 29 October 1974 on Agency Supergrade Positions

1. Fred Janney was kind enough to provide me with a copy of his memo to you dealing with the allocation of Agency supergrade positions. That memo raises a question in my mind about the way in which we go about deciding what is and what is not a supergrade position, and leads me to suggest that we do something about procedures and focus more line management attention on the use of these scarce resources.

2. I suggest that we abandon most of the present procedures whereby the Office of Personnel periodically reviews the positions which the Directorates feel should be classified as supergrades, and replace them by an annual review of our supergrade allocations by the four ADD's. You are familiar with the work that the ADD Working Group did last spring in making recommendations as to how to absorb the 1975 reductions imposed on us by OMB. The ADD's were unanimous in their belief following those sessions that the Working Group should be reconstituted to cope with similar tasks in the future. You will also recall that one of the recommendations of the Personnel Approaches Study Group (PASG) was to use the ADD's as a review panel which would exchange information about supergrade vacancies and candidates for important positions, and in June 1974 [REDACTED] was revised to create such a panel, although to date it has not met.

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3. I would see the ADD's normally meeting once per year, probably in February or March, to review each Directorate's requests for supergrade positions and ceiling. (I have in an earlier memo recommended that we drop the policy of equating supergrade positions and ceiling, and the Personnel memo under discussion implies in its first recommendation that you approve 15 positions in excess of our current ceiling.) The current allocations would serve as a point of departure. Each ADD would justify his Directorate's distribution of positions and ceiling and explain any proposed increases. The Group, following guidelines and standards which you have approved, would prepare for review and approval by the Management Committee an agreed list of positions to be classified as GS-18, GS-17, and GS-16, and a recommended allocation of available SG ceiling. Once these positions and ceilings have been established, each Directorate would be free to use the ceiling it had justified as it saw fit. The following year, if the Directorate had made what the ADD Working Group considered poor use of its supergrade allocation, the Group would comment on this in its report to you, and recommend appropriate corrective measures.


4. The supergrade requirements of new components created in major organizational changes would be treated at ad hoc meetings of the ADD's. OPR could have been so handled, and I think a thorough discussion of its supergrade allocation at the time of its formation would have helped clear the air at a much earlier date.

5. I am suggesting that we adopt this approach now. However, Personnel's paper represents a good deal of time and effort and it should not be thrown out. It can serve as the basis for an immediate step in the right direction. I suggest you could do this by turning over OP's paper as is to the ADD's, asking them to come to you with agreed recommendations, first on the standards to be used, and then, after these guidelines have been approved, on the supergrade questions themselves. I would also suggest that I chair these meetings as last time, and that the Director of Personnel participate. The ADD Group

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should also be charged with examining this and other approaches to the supergrade allocation problem and authorized to recommend alternate procedures for your consideration for future use.

  
JOHN D. IAMS  
Comptroller

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<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
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2	[REDACTED]		11/6	[Signature]	
3	Mr. McMahon				
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
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<b>Remarks:</b> John:  If this raises your hackles, I'll be glad to  chat with you anytime.					
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